

much of the paperwork typically involved in ordering and procuring supplies to be eliminated, reducing the demand for lower-level buyers who perform these duties. Also, limited sourcing and long-term contracting have allowed companies to negotiate with fewer suppliers less frequently. Consequently, most job openings will result from the need to replace workers who transfer to other occupations or leave the labor force.

In retail trade, mergers and acquisitions have forced the consolidation of buying departments, eliminating jobs. In addition, larger retail stores are removing their buying departments from geographic markets and centralizing them at their headquarters, eliminating more jobs.

The increased use of credit cards by some employees to purchase supplies without using the services of the procurement or purchasing office, combined with the growing number of buys being made electronically, will restrict demand for purchasing agents within governments and many manufacturing firms.

Persons who have a bachelor's degree in business should have the best chance of obtaining a buyer job in wholesale or retail trade or within government. A bachelor's degree, combined with industry experience and knowledge of a technical field, will be an advantage for those interested in working for a manufacturing or industrial company. Government agencies and larger companies usually require a master's degree in business or public administration for top-level purchasing positions.

Earnings

Median annual earnings of purchasing managers were \$41,830 in 1998. The middle 50 percent earned between \$29,930 and \$63,520 a year. The lowest 10 percent earned less than \$22,290 and the highest 10 percent earned more than \$86,740 a year. Median annual earnings in the industries employing the largest number of purchasing managers in 1997 were as follows:

Electrical goods	\$39,300
Professional and commercial equipment	37,700
Machinery, equipment, and supplies	36,400
Department stores	35,500
Grocery stores	25,900

Median annual earnings for purchasing agents, except wholesale, retail, and farm products were \$38,040 in 1998. The middle 50 percent earned between \$29,660 and \$49,660 a year. The lowest 10 percent earned less than \$23,960 and the highest 10 percent earned more than \$74,050 a year. Median annual earnings in the industries employing the largest number of purchasing agents, except wholesale, retail, and farm products in 1997 were as follows:

Federal government	\$47,200
Aircraft and parts	41,100
Electronic components and accessories	36,600
Local government, except education and hospitals	35,300
Hospitals	29,300

Median annual earnings for wholesale and retail buyers, except farm products were \$31,560 in 1998. The middle 50 percent earned between \$23,490 and \$42,920 a year. The lowest 10 percent earned less than \$17,730 and the highest 10 percent earned more than \$66,480 a year. Median annual earnings in the industries employing the largest number of wholesale and retail buyers, except farm products in 1997 were as follows:

Groceries and related products	\$36,200
Machinery, equipment, and supplies	29,300
Professional and commercial equipment	28,800
Grocery stores	25,100
Miscellaneous shopping goods stores	24,700

Purchasing managers, buyers, and purchasing agents receive the same benefits package as their coworkers, including vacations, sick leave, life and health insurance, and pension plans. In addition to standard benefits, retail buyers often earn cash bonuses based on their

performance and may receive discounts on merchandise bought from the employer.

Related Occupations

Workers in other occupations who need a knowledge of marketing and the ability to assess demand are advertising, marketing, and public relations managers; insurance sales agents; manufacturers' and wholesale sales representatives; material recording, scheduling, dispatching, and distributing occupations; retail salespersons; sales engineers; and sales managers.

Sources of Additional Information

Further information about education, training, and/or certification for purchasing careers is available from:

- American Purchasing Society, 430 W. Downer Pl., Aurora, IL 60506. Internet: <http://www.american-purchasing.com>
- National Association of Purchasing Management, P.O. Box 22160, Tempe, AZ 85285-2169. Internet: <http://www.napm.org>
- National Institute of Governmental Purchasing, Inc., 151 Spring St., Herndon, VA 20170. Internet: <http://www.nigp.org>
- Federal Acquisition Institute (MVI), Office of Acquisition Policy, General Services Administration, 1800 F St. NW., Room 4017, Washington, DC 20405. Internet: <http://www.gsa.gov/staff/v/training.htm>

Restaurant and Food Service Managers

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Significant Points

- Although many experienced food and beverage preparation and service workers are promoted to fill jobs, job opportunities are expected to be best for those with bachelor's or associate degrees in restaurant and institutional food service management.
- Job opportunities should be better for salaried managers than for self-employed managers, as restaurants increasingly affiliate with national chains rather than being independently owned.

Nature of the Work

The daily responsibilities of many restaurant and food service managers can be as complicated as some meals prepared by a fine chef. In addition to the traditional duties of selecting and pricing menu items, using food and other supplies efficiently, and achieving quality in food preparation and service, managers are now responsible for a growing number of administrative and human resource tasks. For example, managers must carefully find and evaluate new ways of recruiting new employees in a tight job market. Once hired, managers must also find creative ways to retain experienced workers.

In most restaurants and institutional food service facilities, the manager is assisted in these duties by one or more assistant managers, depending on the size and operating hours of the establishment. In most large establishments, as well as in many smaller ones, the management team consists of a *general manager*, one or more *assistant managers*, and an *executive chef*. The executive chef is responsible for the operation of the kitchen, while the assistant managers oversee service in the dining room and other areas. In smaller restaurants, the executive chef also may be the general manager, and sometimes an owner. In fast-food restaurants and other food service facilities open for long hours, often 7 days a week, the manager is aided by several assistant managers, each of whom supervises a shift of workers. (For additional information on these other workers, see the *Handbook* statements on general managers and top executives and chefs, cooks, and other kitchen workers.)

One of the most important tasks of restaurant and food service managers is selecting successful menu items. This task varies by establishment because although many restaurants rarely change their menu, others make frequent alterations. Managers or executive chefs select menu items, taking into account the likely number of customers and the past popularity of dishes. Other issues taken into consideration when planning a menu include unserved food left over from prior meals that should not be wasted, the need for variety, and the availability of foods due to changing seasons. Managers or executive chefs analyze the recipes of the dishes to determine food, labor, overhead costs and to assign prices to various dishes. Menus must be developed far enough in advance that supplies can be ordered and received in time.

On a daily basis, managers estimate food consumption, place orders with suppliers, and schedule the delivery of fresh food and beverages. They receive and check the content of deliveries, evaluating the quality of meats, poultry, fish, fruits, vegetables, and baked goods. To ensure good service, managers meet with sales representatives from restaurant suppliers to place orders replenishing stocks of tableware, linens, paper, cleaning supplies, cooking utensils, and furniture and fixtures. They also arrange for equipment maintenance and repairs and coordinate a variety of services such as waste removal and pest control.

The quality of food and services in restaurants depends largely on a manager's ability to interview, hire, and, when necessary, fire employees. This is especially true in tight labor markets, when many managers report difficulty in hiring experienced food and beverage preparation and service workers. Managers may attend career fairs or arrange for newspaper advertising to expand their pool of applicants.



Restaurant and food service managers check for consistent quality in food preparation and service.

Once a new employee is hired, managers explain the establishment's policies and practices and oversee any necessary training. Managers also schedule the work hours of employees, making sure there are enough workers present to cover peak dining periods. If employees are unable to work, managers may have to fill in for them. Some managers regularly help with cooking, clearing of tables, or other tasks.

Another fundamental responsibility of restaurant and food service managers is supervising the kitchen and dining room. For example, managers often oversee all food preparation and cooking, examining the quality and portion sizes to ensure that dishes are prepared and garnished correctly and in a timely manner. They also investigate and resolve customers' complaints about food quality or service. To maintain company and government sanitation standards, they direct the cleaning of the kitchen and dining areas and washing of tableware, kitchen utensils, and equipment. Managers also monitor the actions of their employees and patrons on a continual basis to ensure that health and safety standards and local liquor regulations are obeyed.

In addition to their regular duties, restaurant and food service managers have a variety of administrative responsibilities. Although much of this work is delegated to a bookkeeper in a larger establishment, managers in most smaller establishments, such as fast-food restaurants, must keep records of the hours and wages of employees, prepare the payroll, and fill out paperwork in compliance with licensing laws and reporting requirements of tax, wage and hour, unemployment compensation, and Social Security laws. Managers also maintain records of supply and equipment purchases and ensure that accounts with suppliers are paid on a regular basis. In addition, managers in full-service restaurants record the number, type, and cost of items sold to evaluate and discontinue dishes that may be unpopular or less profitable.

Many managers are able to ease the burden of recordkeeping and paperwork through the use of computers. Point-of-service (POS) systems are used in many restaurants to increase employee productivity and allow managers to track the sales of specific menu items. Using a POS system, a server keys in the customer's order and the computer immediately sends the order to the kitchen so preparation can begin. The same system totals checks, acts as a cash register and credit card authorizer, and tracks daily sales. To minimize food costs and spoilage, many managers use inventory tracking software to compare the record of daily sales from the POS with a record of present inventory. In some establishments, when supplies needed for the preparation of popular menu items run low, additional inventory can be ordered directly from the supplier using the computer. Computers also allow restaurant and food service managers to more efficiently keep track of employee schedules and pay.

Managers are among the first to arrive in the morning, and the last to leave. At the conclusion of each day, or sometimes each shift, managers tally the cash and charge receipts received and balance them against the record of sales. In most cases, they are responsible for depositing the day's receipts at the bank or securing them in a safe place. Finally, managers are responsible for locking up, checking that ovens, grills, and lights are off, and switching on alarm systems.

Working Conditions

Evenings and weekends are popular dining periods, making night and weekend work common among managers. Many managers of institutional food service facilities work more conventional hours because factory and office cafeterias are usually open only on weekdays for breakfast and lunch. Hours for many managers are unpredictable, however, as managers may have to fill in for absent workers on short notice. It is common for restaurant and food service managers to work 50 to 60 hours or more per week.

Managers often experience the pressure of simultaneously coordinating a wide range of activities. When problems occur, it is the responsibility of the manager to resolve them with minimal disruption to customers. The job can be hectic during peak dining hours, and dealing with irate customers or uncooperative employees can be stressful.

Employment

Restaurant and food service managers held about 518,000 jobs in 1998. Most managers are salaried, but about 1 in 6 is self-employed. Most work in restaurants or for contract institutional food service companies, while a smaller number are employed by educational institutions, hospitals, nursing and personal care facilities, and civic, social, and fraternal organizations. Jobs are located throughout the country, with large cities and tourist areas providing more opportunities for full-service dining positions.

Training, Other Qualifications, and Advancement

Most food service management companies and national or regional restaurant chains recruit management trainees from 2- and 4-year college hospitality management programs. Food service and restaurant chains prefer to hire people with degrees in restaurant and institutional food service management, but they often hire graduates with degrees in other fields who have demonstrated interest and aptitude. Some restaurant and food service manager positions, particularly self-service and fast-food, are filled by promoting experienced food and beverage preparation and service workers. Waiters, waitresses, chefs, and fast-food workers demonstrating potential for handling increased responsibility sometimes advance to assistant manager or management trainee jobs. Executive chefs need extensive experience working as chefs, and general managers need experience as assistant managers.

A bachelor's degree in restaurant and food service management provides a particularly strong preparation for a career in this occupation. In 1998, more than 150 colleges and universities offered 4-year programs in restaurant and hotel management or institutional food service management. For those not interested in pursuing a 4-year degree, more than 800 community and junior colleges, technical institutes, and other institutions offer programs in these fields leading to an associate degree or other formal certification. Both 2- and 4-year programs provide instruction in subjects such as nutrition and food planning and preparation, as well as accounting, business law and management, and computer science. Some programs combine classroom and laboratory study with internships that provide on-the-job experience. In addition, many educational institutions offer culinary programs that provide food preparation training. This training can lead to a career as a cook or chef and provide a foundation for advancement to an executive chef position.

Most employers emphasize personal qualities when hiring managers. For example, self-discipline, initiative, and leadership ability are essential. Managers must be able to solve problems and concentrate on details. They need good communication skills to deal with customers and suppliers, as well as to motivate and direct their staff. A neat and clean appearance is a must because they often are in close personal contact with the public. Restaurant and food service management can be demanding, so good health and stamina also are important.

Most restaurant chains and food service management companies have rigorous training programs for management positions. Through a combination of classroom and on-the-job training, trainees receive instruction and gain work experience in all aspects of the operations of a restaurant or institutional food service facility. Topics include food preparation, nutrition, sanitation, security, company policies and procedures, personnel management, recordkeeping, and preparation of reports. Training on use of the restaurant's computer system is increasingly important as well. Usually after 6 months or a year, trainees receive their first permanent assignment as an assistant manager.

A measure of professional achievement for restaurant and food service managers is the designation of certified Foodservice Management Professional (FMP). Although not a requirement for employment or advancement in the occupation, voluntary certification provides recognition of professional competence, particularly for managers who acquired their skills largely on the job. The Educational

Foundation of the National Restaurant Association awards the FMP designation to managers who achieve a qualifying score on a written examination, complete a series of courses that cover a range of food service management topics, and meet standards of work experience in the field.

Willingness to relocate often is essential for advancement to positions with greater responsibility. Managers typically advance to larger establishments or regional management positions within restaurant chains. Some eventually open their own eating and drinking establishments. Others transfer to hotel management positions because their restaurant management experience provides a good background for food and beverage manager jobs in hotels and resorts.

Job Outlook

Employment of restaurant and food service managers is expected to increase about as fast as the average for all occupations through 2008. In addition to employment growth, the need to replace managers who transfer to other occupations or stop working will create many job openings. Opportunities to fill these openings are expected to be best for those with a bachelor's or associate degree in restaurant and institutional food service management.

Projected employment growth varies by industry. Eating and drinking places will provide the most new jobs as the number of eating and drinking establishments increases along with the population, personal incomes, and leisure time. In addition, manager jobs will increase in eating and drinking places as schools, hospitals, and other businesses contract out more of their food services to institutional food service companies within the eating and drinking industry.

Food service manager jobs still are expected to increase in many of these other industries, but growth will be slowed as contracting out becomes more common. Growth in the elderly population should result in more food service manager jobs in nursing homes and other health-care institutions, and residential-care and assisted-living facilities.

Job opportunities should be better for salaried managers than for self-employed managers. New restaurants are increasingly affiliated with national chains rather than being independently owned and operated. As this trend continues, fewer owners will manage restaurants themselves, and more restaurant managers will be employed by larger companies to run establishments.

Employment in eating and drinking establishments is not very sensitive to changes in economic conditions, so restaurant and food service managers are rarely laid off during hard times. However, competition among restaurants is always intense, and many restaurants do not survive.

Earnings

Median earnings of food service and lodging managers were \$26,700 in 1998. The middle 50 percent earned between \$19,820 and \$34,690. The lowest paid 10 percent earned \$14,430 or less, while the highest paid 10 percent earned over \$45,520. Median annual earnings in the industries employing the largest number of food service and lodging managers in 1997 are shown below.

Hotels and motels	\$28,600
Eating and drinking places	25,000
Elementary and secondary schools	21,300

In addition to typical benefits, most salaried restaurant and food service managers receive free meals and the opportunity for additional training depending on their length of service.

Related Occupations

Restaurant and food service managers direct the activities of businesses, which provide a service to customers. Other managers in service-oriented businesses include hotel managers and assistants, health services administrators, retail store managers, and bank managers.

Sources of Additional Information

Information about a career as a restaurant and food service manager, 2- and 4-year college programs in restaurant and food service management and certification as a Foodservice Management Professional is available from:

- The Educational Foundation of the National Restaurant Association, Suite 1400, 250 South Wacker Dr., Chicago, IL 60606.

General information on hospitality careers may be obtained from:

- Council on Hotel, Restaurant, and Institutional Education, 1200 17th St. NW., Washington, DC 20036-3097.

Additional information about job opportunities in the field may be obtained from local employers and local offices of the State employment service.